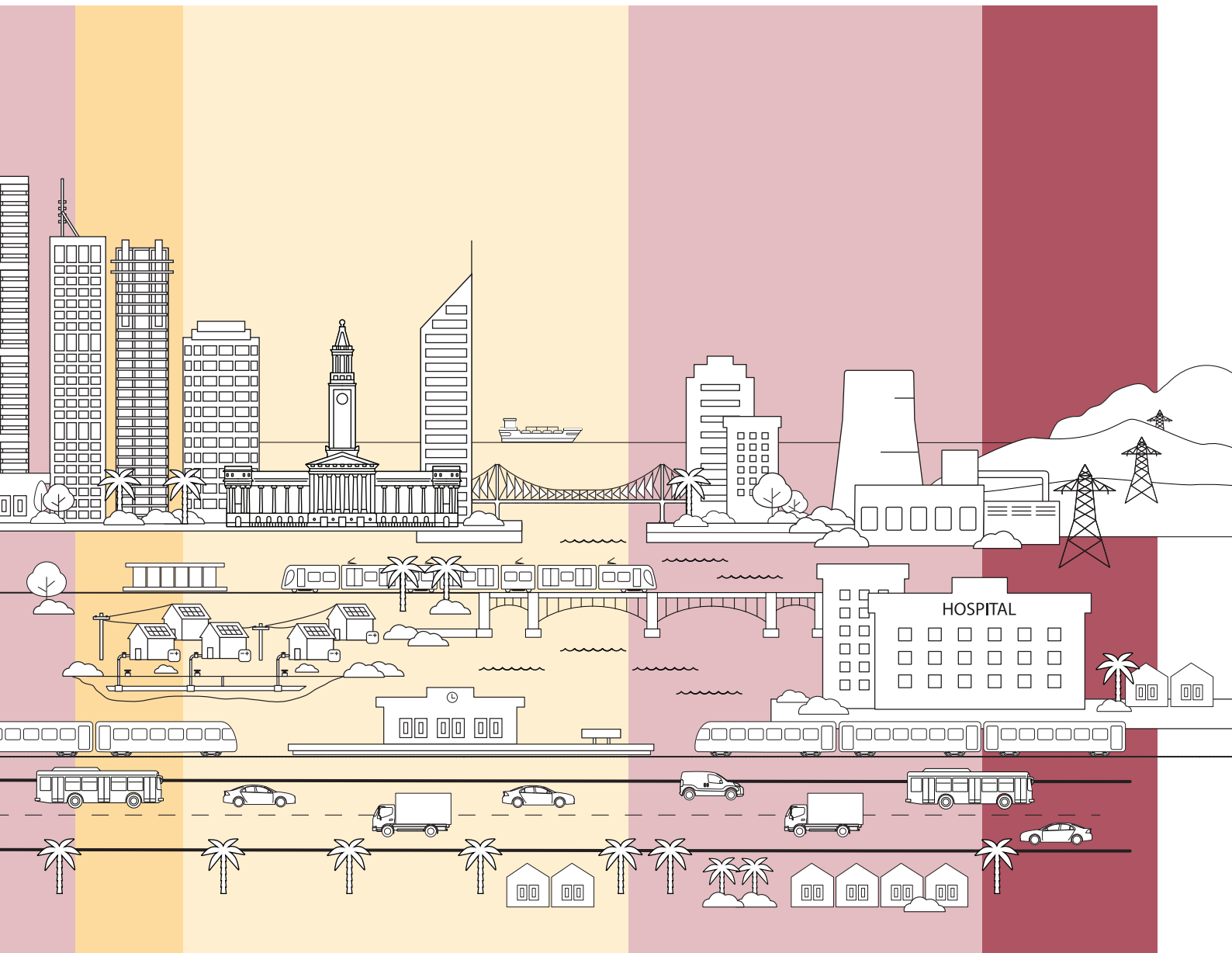


Downer in Queensland

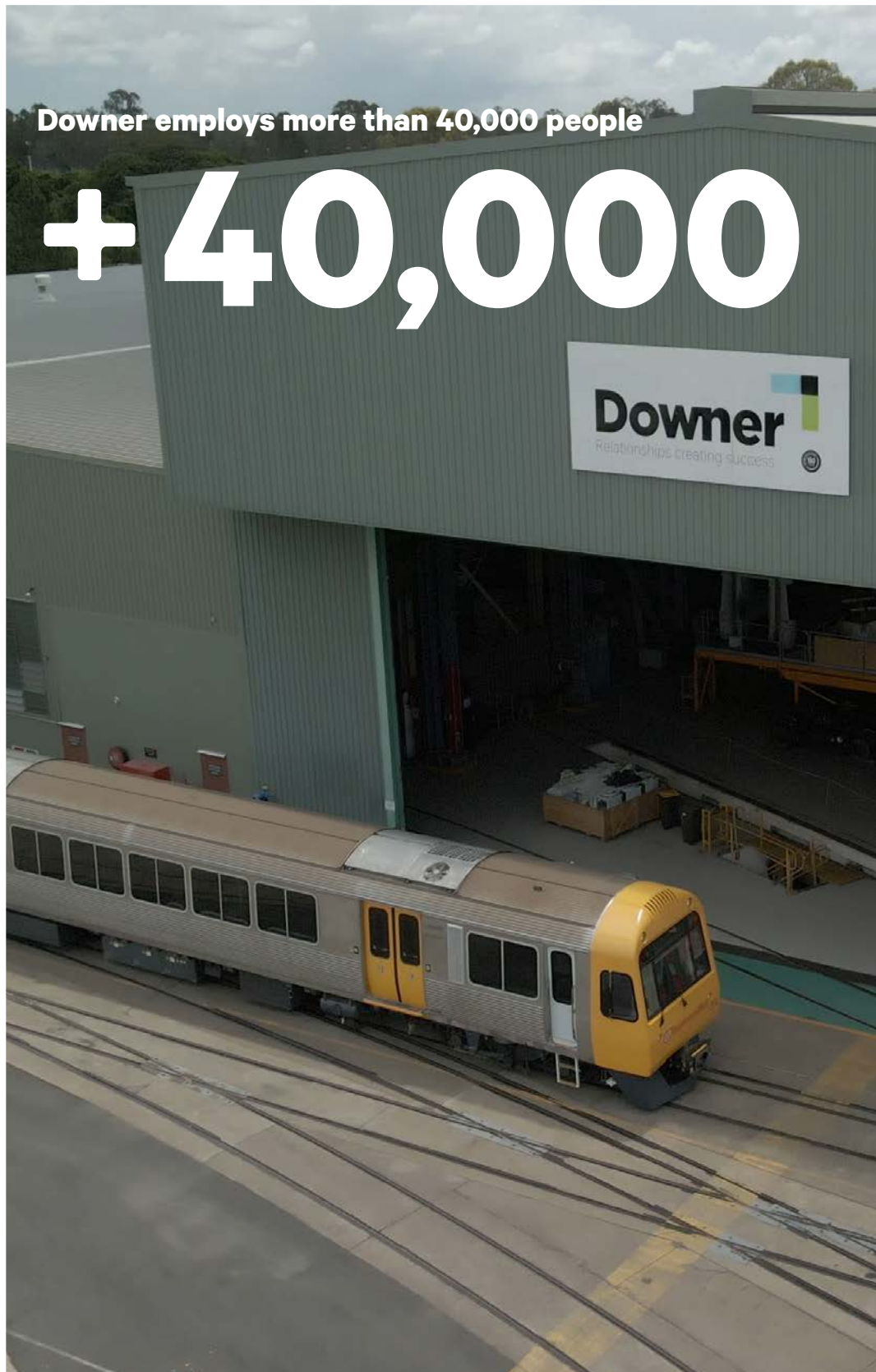




Downer's historic Maryborough Service Delivery Centre has been manufacturing in Queensland for over 150 years.

Downer employs more than 40,000 people

+40,000





About us

At Downer, our customers are at the heart of everything we do.


Our Purpose is to create and sustain the modern environment by building trusted relationships with our customers.

Our Promise is to work closely with our customers to help them succeed, using world-leading insights and solutions.

Downer designs, builds and sustains assets, infrastructure and facilities and we are the leading provider of integrated services in Australia and New Zealand.

With a history dating back over 150 years, Downer is listed on the Australian Securities Exchange and New Zealand Stock Exchange as Downer EDI Limited (DOW).

Our business is founded on four Pillars and we demonstrate these in everything we do:

<p>Safety</p> <p>Zero Harm is embedded in Downer's culture and is fundamental to the company's future success</p> 	<p>Delivery</p> <p>We build trust by delivering on our promises with excellence while focusing on safety, value for money and efficiency</p>	<p>Relationships</p> <p>We collaborate to build and sustain enduring relationships based on trust and integrity</p>	<p>Thought leadership</p> <p>We remain at the forefront of our industry by employing the best people and having the courage to challenge the status quo</p>
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Downer in Queensland

6,000+

people employed in Queensland by Downer

150 years

of manufacturing history at our Maryborough Service Delivery Centre

1,660+

kilometres of road managed and maintained in Queensland by DM Roads

12 million

power and water meter reads undertaken in Queensland each year

4,800

tonne reduction in CO₂ output annually at Loganholme Wastewater Treatment Plant

845,000

passengers transported every month on Gold Coast light rail G:Link

454,500

hectares serviced by Downer's Defence business at Rockhampton's Shoalwater Bay Training Area

\$30 million

of road and infrastructure work delivered in Cape York as part of the Downer-Bama Joint Venture

12,742

mineral processing spiral starts, spirals, distributors and launders manufactured at our Mineral Technologies factory on the Gold Coast in 2021

We partner with our customers to provide services across the State, including:

New Generation Rollingstock

Downer is delivering the modification of Queensland's New Generation Rollingstock (NGR) at our historic Maryborough Service Delivery Centre. We are completing accessibility upgrades to the entire fleet of 75 trains, including larger toilet units and improved accessibility features for people with disabilities.

Gold Coast Light Rail

Through our joint venture, Keolis Downer, we operate the Gold Coast light rail, also known as G:Link, managing 845,000 passenger journeys a month.

South East Queensland Intelligent Transport Systems

Through DM Roads, we maintain a significant network of Intelligent Transport Systems (ITS) across South East Queensland, including the City of Gold Coast Council ITS maintenance contract and the Moreton Bay Regional Council ITS contract.

Water networks

Through our Utilita Water Solutions joint venture with Ventia, Downer manages and delivers the maintenance services for Queensland Urban Utilities, which supplies drinking water, recycled water and sewerage services to a population of more than 1.4 million across Brisbane, Ipswich, Lockyer Valley, Scenic Rim and Somerset.

Advancing Clean Energy Schools (ACES) program.

In partnership with the Queensland Department of Education, Downer is delivering rooftop solar panel modules (solar PV) to 360 State-run primary, secondary and special education facilities as part of the Advancing Clean Energy Schools (ACES) program. Downer has delivered 30 megawatts (MW) of solar PV as part of the project.

Solar farms

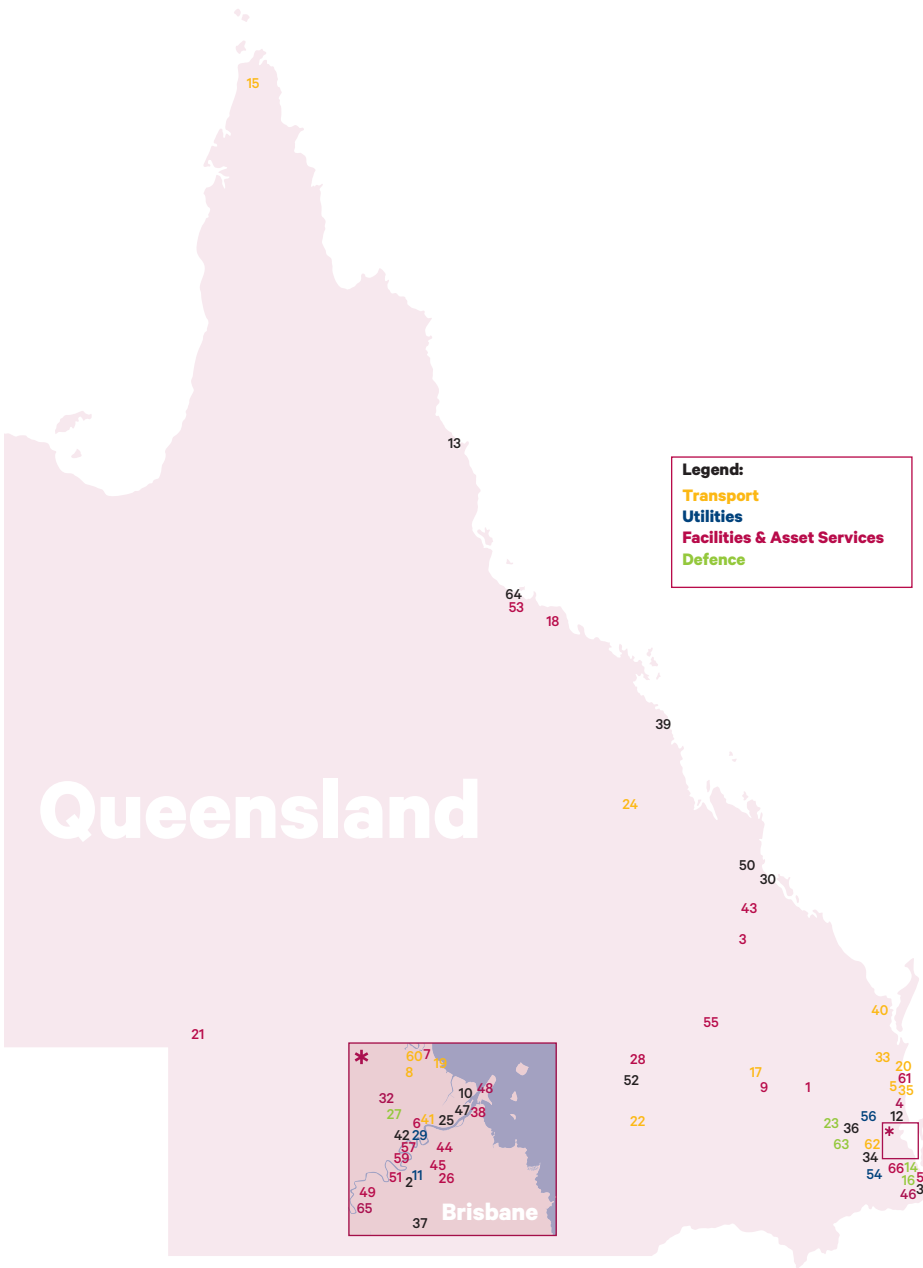
Downer operates and maintains the 116MW Ross River Solar Farm and 100MW Clare Solar Farm.

Barron Gorge Transmission Line

Downer delivered the tower refurbishment of the Barron Gorge 132kV Transmission Line in Cairns for our customer, Powerlink. Consisting of 18 towers and approximately 5.5 kilometres in length, the transmission line runs between the Kamerunga Substation and Barron Gorge Hydro-electric Power Station.

Sunshine Coast University Hospital

Downer is the facilities manager for the Sunshine Coast University Hospital delivering building, helpdesk, security, car park management, pest control, grounds and gardens maintenance and asset management services, as well as utilities and gas management services.



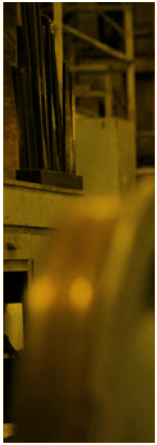
TAFE Queensland Southbank

The Southbank Education and Training Precinct (SETP) contract is Queensland's first Public Private Partnership (PPP). At the TAFE Queensland Southbank campus, Downer provides full facilities management services along 11 different service lines including lifecycle management.

Defence Estate Maintenance and Operation Services (EMOS)

Downer provides facilities and asset management services to Defence Base estates in Queensland, southern NSW and the ACT under the EMOS contract. This includes services to eight Bases and 136 operational sites in Queensland, at Cairns, Townsville, Rockhampton, Brisbane, Darling Downs/ Toowoomba, Ipswich and Canungra.

Location	Transport	Utilities	F&A	Defence
1 Arcadia			■	
2 Archerfield	■	■		
3 Biloela			■	
4 Birtinya			■	
5 Bli Bli	■			
6 Bowen Hills			■	
7 Bracken Ridge			■	
8 Brendale	■			
9 Brigalow			■	
10 Brisbane Airport		■	■	
11 Brisbane Southern Suburbs		■		
12 Caboolture	■		■	
13 Cairns			■	■
14 Canungra				■
15 Cape York	■			
16 Carrara				■
17 Chinchilla	■			
18 Clare			■	
19 Clontarf	■			
20 Coolum Beach	■			
21 Cooper Basin			■	
22 Dalby	■			
23 Darling Downs				■
24 Dysart	■			
25 Eagle Farm	■	■		
26 Eight Mile Plains			■	
27 Enogerra				■
28 Fairview			■	
29 Fortitude Valley		■		
30 Gladstone	■		■	
31 Gold Coast	■		■	
32 Grovely			■	
33 Gympie	■			
34 Ipswich		■		■
35 Kunda Park	■			
36 Lockyer Valley		■	■	
37 Logan		■	■	
38 Lytton			■	
39 Mackay	■		■	
40 Maryborough	■			
41 Mayne	■			
42 Milton	■	■	■	■
43 Moura			■	
44 Mt Gravatt			■	
45 Nathan			■	
46 Nerang			■	
47 Pinkenba	■		■	
48 Port of Brisbane			■	
49 Richlands			■	
50 Rockhampton			■	■
51 Rocklea			■	
52 Roma	■		■	
53 Ross River			■	
54 Scenic Rim		■		
55 Scotia			■	
56 Somerset		■		
57 Southbank			■	
58 Southport			■	
59 St Lucia			■	
60 Strathpine	■			
61 Sunshine Coast			■	
62 Swanbank	■			
63 Toowoomba				■
64 Townsville	■		■	■
65 Wacol			■	
66 Yatala			■	



Transport – Rail, light rail and buses

Downer is Australia's leading passenger rail and transit systems provider. We work with our customers to address whole-of-life public transport solutions.

Rail and transit systems

Downer has more than 100 years' rail experience providing end-to-end, innovative transport solutions.

We are the largest passenger rollingstock asset manager in Australia, with expertise in delivering whole-of-life asset management support.

Our capability allows us to offer turnkey solutions for complex projects and spans every project phase, from design and manufacture to through-life-support, condition monitoring and data analytics, to fleet maintenance, operations and comprehensive overhaul of assets.

With a focus on Industry 4.0, we are delivering superior customer outcomes through long-term asset system performance and have invested over \$100 million in our digitally-enabled asset management platforms.

By leveraging our in-house capabilities within Downer and Keolis Downer, we are the only player in the market with capabilities in rollingstock, infrastructure, rail systems, operations and maintenance, and system integration.

Maryborough Rollingstock Service Delivery Centre

Downer is Queensland's only train manufacturer, and we are proud of our world-class facility which employs in excess of 400 Queenslanders across a range of specialist engineering, project management and trades. We are committed to increasing diversity and female participation, and currently employ 55 apprentices at our facility.

Our Maryborough factory has been manufacturing on the Fraser Coast for over 150 years, supplying more than 1,000 rail cars and 1,000 locomotives to customers around Australia.

We are a proud member of the Maryborough community.

Queensland's New Generation Rollingstock

Downer is delivering accessibility upgrades to Queensland's fleet of New Generation Rollingstock (NGR) trains, with work taking place from our historic Maryborough Service Delivery Centre. All 75 trains, manufactured by Bombardier Transportation, are being upgraded in Maryborough, with works including larger toilet modules and improved accessibility features for people with a disability. The upgrade of the fleet commenced in 2019, with all trains scheduled to be upgraded and returned to service by 2024.

Light rail and buses

Through our joint venture, Keolis Downer, we are Australia's largest private provider of multi-modal public transport solutions. Keolis Downer is also the largest light rail operator in Australia and one of the nation's most significant bus operators.

It is the operator of the Gold Coast light rail network, G:Link, and also operates and maintains Yarra Trams in Melbourne and the integrated public transport system in Newcastle that includes buses, ferries and light rail.

Keolis Downer also has significant bus operations in Queensland, where it operates public and school bus services on the Redcliffe Peninsula in Brisbane's north, as well as New South Wales, Western Australia and South Australia.

It develops new forms of shared and customised mobility, such as on-demand transport and autonomous vehicles to cater to the evolving needs of local communities. For more information visit www.keolisdowner.com.au





Gold Coast Light Rail

Gold Coast light rail

Keolis Downer operates and maintains the Gold Coast's magnificent beach-front light rail service, one of the largest infrastructure projects in South East Queensland.

The light rail system, also known as G:Link, includes 18 trams along 20.3 kilometres with 19 stations.

Since beginning operations in July 2014, G:Link's network has performed highly with results of 96.5 per cent punctuality and 88 per cent customer satisfaction in 2021. Since the launch of the Stage 2 extension in December 2017 the G:Link has transported on average 845,000 passengers every month. With the light rail being added to the Gold Coast transport network it has seen an increase in patronage across all modes of public transport, providing a significant boost to the region's social and economic development.

Downer and Queensland Rail Fusion Alliance

Downer has delivered services to Queensland Rail for over 100 years, and in 2019 signed a Memorandum of Understanding to enter into a 10-year strategic partnership agreement, forming the Rail Fusion Alliance. Under the agreement, Downer works closely with Queensland Rail to deliver a range of services to the Queensland fleet of trains, including overhauls, enhancements and life extension works.



The Brendale Sustainable Road Resource Centre is Australia's most advanced asphalt manufacturing and recycling precinct.



What we do

Transport – Road services

Downer builds, manages and maintains road networks across Australia and New Zealand, and manufactures and supplies products and services to create safe, efficient and reliable journeys.

We maintain more than 33,000 kilometres of road in Australia and more than 25,000 kilometres in New Zealand.

We offer one of the largest non-government owned road services businesses in Australia and New Zealand, providing integrated and sustainable road network maintenance, surfacing solutions and Intelligent Transport Systems (ITS) to Federal, State and Local Government entities, as well as public and private organisations including developers, construction companies, airports, ports and motor racing facilitators.

As industry leaders in sustainability, Downer is the foremost innovator in the sustainable asphalt industry and circular economy, using recycled products and environmentally sustainable methods to produce asphalt, including Reconophalt™, Australia's first asphalt product containing high recycled content derived from waste streams that would otherwise be bound for landfill or stockpiled.

We create and deliver solutions to our customers' challenges through strategic asset management, an integrated portfolio of sustainable products and services, and an industry-leading position in the circular economy.

Our road network solutions are underpinned by industry-leading research and consistent investment in the development of unique asset management tools and our commitment to safety, environment and sustainability through industry awarded Zero Harm programs.

Intelligent Transport Systems (ITS) solutions

Our DM Roads business delivers market-leading services in integrated Intelligent Transport Systems (ITS), Smart City Solutions, IoT (Internet of Things), device asset management, maintenance and capital works. We have designed, delivered, managed and maintained extensive networks of intelligent transport systems in Queensland.

Our ITS operations in Queensland have expanded since the inception of the business in July 2015, to secure the City of Gold Coast Council ITS maintenance contract and the Moreton Bay Regional Council ITS contract.

Our digitalised maintenance practices, including paperless data collection, real-time asset reporting backed by our fault management centre and bespoke asset management application, highlights our drive for industry best processes.

While maintaining an extensive ITS network throughout South East Queensland, we also manage electrical assets for various customers, including management and maintenance of over 1,400 traffic control signals, variable message signs, CCTV cameras and a range of ITS equipment.

We apply a holistic and innovative approach to maintenance, improving the planning and delivery to return value to our customers and the community.

Brendale Sustainable Road Resource Centre

The Brendale Sustainable Road Resource Centre is Australia's most advanced asphalt manufacturing and recycling precinct. Downer is working closely with customers and looking for new partnership opportunities to deliver innovative solutions for the community. We work together with our customers to design, produce and deliver new sustainable road surfacing products and provide waste diversion opportunities via this evolution in sustainable resource management.

Downer's significant investment technology within the new resource centre includes:

- Recycled asphalt processing facility including a granulator which crushes and screens large quantities of Recycled Asphalt Product (RAP)

- The most technically advanced asphalt production facility in Australia - the Ammann RAH100 High Recycling Technology Asphalt Plant
- Detritus Material Processing Plant which will take street sweepings, non-destructive digging and gully waste and process them back to individual constituents including aggregate, sand, metal, oil, plastics and organics
- A High-Performance Testing centre for the research and development of innovative bituminous products.

This technology will allow Downer to recycle all waste generated from road surfacing operations and to produce and supply an innovative range of sustainable products including:

- High RAP content asphalt products incorporating repurposed waste materials
- Low CO₂ asphalt products
- In-line blended binders
- Foamed bitumen stabilised base course materials
- Range of warm mix products
- Development of new products.

Downer's industry leading technology enables the production of bituminous products that demonstrate improved performance characteristics when compared with standard products, come at a reduced cost and utilise high percentages of repurposed waste materials instead of virgin materials. The processes adopted will also ensure that waste generated in the region is repurposed into road making products rather than filling landfill sites.

What we do

Transport – Infrastructure

Downer delivers vital transport infrastructure by providing specialist engineering solutions that create sustainable outcomes.

Downer has a long history of delivering transport infrastructure projects under a variety of contracting models. Our services include the design and construction of light rail, heavy rail, bridges and roads, as well as track and station work, signalling, rail systems and rail safety technology.

Our integrated capabilities enable intelligent transport solutions, road network management and maintenance, facility maintenance and utilities services. We also have particular expertise delivering services within the constraints imposed by a live operating environment.

Downer understands the challenges and opportunities inherent in delivering major public infrastructure in an urban corridor with complex community and stakeholder interfaces. We are also unique in our offering of providing teams with proven local and international light rail delivery and operations experience.

Key capabilities include:

- Bridges and structures
- Civil
- Depots
- Light rail
- Overhead line equipment
- Rail maintenance
- Rail signalling design and install
- Safety assurance and systems engineering
- Specialist in complex contract types
- Station construction and upgrades
- Track construction.

Bama Downer Joint Venture

Downer has partnered with Bama Services on a range of initiatives since 2014. In 2020, we solidified this partnership by forming the Bama Downer Joint Venture.

The partnership has already delivered more than \$30 million worth of major road and associated civil infrastructure on the Peninsula Developmental Road in Cape York, Far North Queensland.

The Downer-Bama partnership is improving the accessibility, safety and reliability of transport infrastructure for the local communities of Cape York, which positively contributes toward local Indigenous employment and economic outcomes.

But the partnership goes beyond that. It is also about Downer developing the skills, capabilities and experience of the local Aboriginal and Torres Strait Islander workforce, leading to a greater sense of empowerment and broader employment and training opportunities. Downer's support of

Bama Services has also seen the achievement of a Department of Transport & Main Roads R2:B2 rating. Bama is the only wholly Indigenous-owned business to hold this prequalification level.

The partnership between Downer and Bama has also seen an ISO-accredited Health, Safety, Environment and Quality Management System, as well as a Federal Safety Commission certification.





Barron Gorge Refit

Power solutions

As one of Australia's largest and most experienced contractors delivering power systems projects nationally for both utility and private developers, we have longstanding relationships with electricity transmission networks. We have capability to deliver renewables to connect and upgrade the capacity of the existing network infrastructure.

Having one of the largest power systems design houses within Australia, Downer's expertise is often engaged early to employ our construction knowledge for large scale, complex infrastructure projects providing a full end-to-end service of design, procurement, project management, construction, commissioning and complete operations of substations, transmission lines, solar farms and wind farms.

Barron Gorge Refit

Downer delivered the tower refurbishment of the Barron Gorge 132kV Transmission Line for our customer Powerlink.

Consisting of 18 towers and approximately 5.5 kilometres in length, the transmission line runs between the Kamerunga Substation and Barron Gorge Hydro-electric Power Station, in the Wet Tropics World Heritage Area, Cairns.

Located in steep terrain in a cyclone prone area, maintaining the tower integrity is critical. Downer's scope of work included replacement of corroded elements, hand or mechanical surface preparation of disturbed or damaged paint and the application of a Zinc rich primer Camovin paint system over the entire surface of all towers.

Downer delivered the work on budget and prior to contract completion dates, in challenging weather conditions and in a remote location. Works were also completed under line outage access constraints.

Loganholme Wastewater Treatment Plant

Downer has partnered with Logan City Council and delivery partner Pyrocal to create an Australian first, successfully converting a by-product of wastewater treatment into energy.

Loganholme Wastewater Treatment Plant (WWTP) thermally treats biosolids, producing biochar, destroying dangerous contaminants while generating substantial energy from a waste product.

Gasification of biosolids reduces their volume by 90 per cent, providing considerable savings in transport and disposal costs.

The resulting biochar is a non-odorous, easily handled and sustainable product. Due to carbon being fixed within the biochar, the gasification process will reduce CO₂ output at Loganholme WWTP by 4,800 tonnes annually and may possibly be categorised as a pathway to carbon sequestration in the future.

The plant, does not require complex technical supervision and operation, and can be fitted to existing or new WWTPs. It produces a marketable biochar product that is safe and environmentally friendly.

Advancing Clean Energy Schools (ACES) Program

In partnership with the Queensland Department of Education, Downer is delivering rooftop solar systems (solar PV) to 550 State-run primary, secondary and special education facilities across Queensland as part of the Advancing Clean Energy Schools (ACES) program.

Since the project began in 2019, Downer has delivered 36.5 megawatts of solar PV, or more than 100,000 solar panels, generating 32.8 gigawatt hours of electricity - equivalent to the energy used to power 5,000 Australian homes for a year.

Downer expects to deliver a further 71 megawatts of solar as part of the project.



Right: Trinity Bay State High School, part of the Advancing Clean Energy Schools (ACES) program

What we do

Utilities

Downer works with our customers to energise and connect people and communities. We provide a range of end-to-end services for the utilities sector, encompassing traditional power and gas, water and technological services.

Power and gas

Downer has long-term relationships with power and gas customers to undertake full operational and maintenance services.

We also augment and deliver new network assets including the design, construction and commissioning of transmission towers and pipelines, substations and city gates, new customer projects and connections in estates, commercial and residential environments, as well as metering technology for efficient energy consumption.

Our services are supported by field mobility technology to ensure all activities are recorded in real-time, resources are utilised with maximum efficiency and the dispatch of faults or priority works can ensure full restoration of supply within minimum timeframes.

Water services

Downer is the largest provider of outsourced water services in Australia and New Zealand. We provide complete water lifecycle solutions for urban water and wastewater service providers, providing conceptual development through to design, construction, commissioning and into operations and maintenance.

We also offer sustainable and cost-effective options for the treatment, reduction or recycling of biosolids and pioneer the use of cutting-edge technology to deliver our services safer, more sustainably and more efficiently.

Our collaborative approach enables our customers to create community benefits that are sustainable, innovative, cost-effective and provide value to all stakeholders.

Urban Utilities

Through our Utilita Water Solutions joint venture with Ventia, Downer manages and delivers the maintenance services for Queensland Urban Utilities, which supplies drinking water, recycled water and sewerage services to a population of more than 1.4 million across Brisbane, Ipswich, Lockyer Valley, Scenic Rim and Somerset.

Logan City Council

Downer has a long-standing relationship with Logan City Council (LCC), operating under a variety of relationship contracting models. In 2020, Downer was awarded a five-year contract to partner with LCC in the Logan Water Partnership to deliver planning, design, delivery and program management services for water and wastewater assets in the region. This is the third contract that LCC has entered into with Downer since 2009, underlying the mutual trust and respect we share.

Metering services

The Skilltech business provides manual and digital metering along with field support services for power, gas and water utilities in major cities, regional centres and rural areas across Queensland.

Covering domestic, commercial and industrial markets, Skilltech is known for delivering safe, innovative and cost-effective solutions for our customers.

Skilltech leads the way in delivering rapid response field teams to provide metering services, technology solutions, data capture/monitoring, auditing and informational insights that improve customer outcomes.

Downer, along with our partner Secure Meters, is accredited with the Australian Energy Market Operator (AEMO) as a metering coordinator, metering provider and metering data provider.

City of Gold Coast

Skilltech has been a key partner for the City of Gold Coast since 2016, delivering holistic metering services including meter reading, meter replacement, metering projects and auditing, as well as collaborating on smart metering concepts.

Technology and communications services

Downer is a leading provider of end-to-end telecommunications services and new energy solutions. With extensive in-house capabilities, we offer integrated design and construction expertise, as well as network operations and maintenance capabilities across critical infrastructure network owners within the telecommunications, water, power and transport sectors.

As a trusted delivery partner supporting our customers through network lifecycle evolution, we provide new energy solutions across residential, commercial and industrial sectors including solar photo-voltaic systems, energy storage and electric vehicle charging infrastructure for both private vehicles and public transport authorities.

Our team also operates a 24/7 Technical Operations Centre, providing national support to our customers in the operations and maintenance of their networks.

What we do

Facilities and asset services

We are a leading provider of end-to-end facilities management and asset lifecycle support services across Australia's critical social and economic infrastructure.

Downer is one of the largest integrated facilities management service providers in Australia and New Zealand.

We support our customers to effectively deliver essential services and through-life asset sustainment for their businesses across a diverse range of industries. We deliver over 100 service lines for more than 1,000 customers across the government, education, healthcare, aged care, power, oil and gas and industrial and marine sectors.

In Queensland, our services span the full spectrum of facilities and asset management. We manage highly complex technical engineering, maintenance, projects, shutdown, turnaround and outage services for heavy industrial customers including CS Energy and Santos and hold hard and soft facilities maintenance contracts for the Sunshine Coast University Hospital, University of Queensland and TAFE Queensland Southbank.

Proven long-term partner

With 17 Public Private Partnership (PPP) projects and long-term contracts across the health and education sectors, we are known for our customer-centric focus, the quality of our service delivery and professionalism of our people.

TAFE Queensland Southbank

The Southbank Education and Training Precinct (SETP) contract is Queensland's first Public Private Partnership (PPP). At the TAFE Queensland Southbank campus, Downer provides full facilities management services along 11 different service lines including lifecycle management.

In 2020 the SETP team achieved certification to ISO 41001:2018 Facility Management, demonstrating our commitment to continuous improvement and high-quality service delivery.

Government

We provide property and facilities management services including cleaning and security for government departments, agencies and authorities at the Federal, State and Municipal level. Our streamlined approach to asset management systems works to move maintenance from 'reactive' to 'planned' spends. This allows our customers to better understand the costs of upkeep and extend the life of their assets – and significantly lowers long-term maintenance costs. Our cleaning services provide communities with safe and hygienic facilities to operate and our security services provide public confidence around access, egress and behaviour in these facilities.

Health

We are an experienced provider to hospitals and healthcare facilities across Australia and New Zealand. As a trusted partner we deliver reliable and efficient facilities management services and care associated services to keep facilities operational and to create a safe environment for hospital staff, patients and their guests.

Education

We deliver integrated facility management solutions to the education sector including preschools, primary and secondary schools, universities and vocational training institutions.

Our services include air-conditioning and lighting solutions, mechanical, electrical systems, repairs to building assets, and security.

University of Queensland

Downer's team of 200 people provides campus cleaning services to education, laboratory and agricultural facilities across 27 locations in metro and regional Queensland.

Sunshine Coast University Hospital (SCUH)

Downer has provided facilities management to SCUH since November 2016, delivering security services and preventative and reactive maintenance for all five buildings, inclusive of precinct infrastructure. The 24/7 operation covers building, helpdesk, security, car park management, pest control, grounds and garden maintenance, asset management services and utilities and gas management services.

Project management services

Utilising best practice Delivery Management Methodology, our team of project development experts provide a comprehensive service to develop and implement a program of works delivery. We manage processes from scope formation and contract negotiation through to engagement of builders and delivery management.



The Southbank Education and Training Precinct (SETP) contract is Queensland's first Public Private Partnership (PPP).

What we do



Power and Energy

Downer is one of Australia's most experienced asset maintenance providers in the power and energy sector, delivering services to oil, gas and power generation customers around the country.

Downer delivers over 130 shutdowns each year, including major and minor shutdowns and forced outages. Our skilled teams also provide specialist services in pressure welding, scaffolding, turbines, generators and mechanical engineering.

We provide maintenance and outage services essential in running Australia's power stations, servicing customers that supply 70 per cent of the National Electricity Market (NEM).

Downer is well placed to assist in the energy transition and decarbonisation efforts as we work together towards net carbon neutral. We operate a suite of renewable energy installations including the operation and maintenance of three solar farms around the country with a total generating capacity of 340MW.

Our capability also extends to assisting customers with Battery Energy Storage Solutions (BESS), decarbonisation solutions including construction of CO₂ sequestration facilities and emerging hydrogen solutions.

Through our strategic joint venture with Mitsubishi, Downer Mitsubishi Hitachi (DMH), we provide world class engineering, maintenance, shutdown, project services and original equipment manufacture support to ensure our customers have access to the latest and most efficient energy solutions.

Downer and CS Energy Asset Management Alliance

In 2019, Downer and CS Energy formed the relationship-focused Asset Management Alliance (AMA) to provide overhaul and capital works services at the Callide and Kogan Creek power stations. The AMA works collaboratively to scope, plan and execute shutdowns across both sites, working together to drive safe, reliable, cost effective and timely outcomes. The Alliance delivered the first joint outage program in 2020.

Santos

Downer has worked with Santos since 2011, and in February 2020 began a three-year framework agreement to provide multi-disciplinary services across their existing upstream operational sites. Downer is delivering the manufacture of 1,000 wellsite motor control centres (MCCs), as well as installation and modification of both newly developed wellsite and existing wellsite infrastructure across Santos' operations in the Surat Basin, Queensland. The MCCs are manufactured and assembled at our state-of-the-art production facilities in Hexham, New South Wales and Richlands, Queensland.

Industrial and Marine

Downer has over 50 years' experience providing maintenance, turnaround, shutdown and sustaining capital programs for industrial and marine operations around Australia.

We operate across the iron ore, minerals and metals, bulk materials handling and processing

sectors to deliver planning, scheduling and execution of major mechanical and electrical maintenance programs of work.

Downer has a strong presence in the central Queensland region. From our Gladstone hub we provide specialist services including asset remediation, structural integrity programs, and other asset maintenance and upgrade activities. With specialist capability in ports structural remediation, we have delivered major scopes of work in the marine and ports sector for over 30 years.

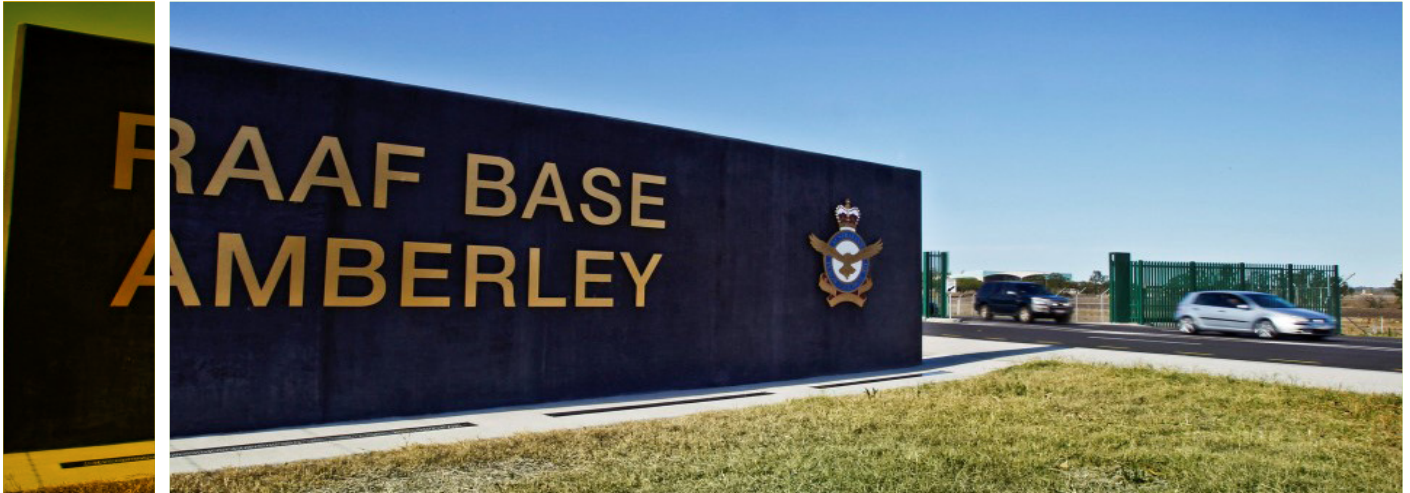
Key customers include Gladstone Ports Corporation, Orica Yarwun and Queensland Nitrates in Moura.

At our dedicated electrical facility in Richlands, the team delivers electrical manufacturing, construction and maintenance services including switchboard and transportable buildings manufacture. We offer multi-sector capability and have also provided electrical services for customers in the mining, oil, gas and utilities space.

Hydrogen solutions

Downer is actively supporting domestic hydrogen projects and investing in capability across our Urban Services portfolio. Downer joined the Australian Hydrogen Council as an executive member in February 2021. We work to actively steer local hydrogen mobility projects through engagement with industry bodies and major universities and bring world-leading solutions to our customers through our partnerships with key technology providers and Original Equipment Manufacturers (OEMs).

What we do



Defence

Downer and its ancestor companies have been working with Defence since 1941. Today, our defence business – Downer Defence – delivers a range of services to the Department of Defence, the Australian Defence Force (ADF) and Commonwealth agencies, including national security.

Downer is a sovereign Australian company that delivers genuine Australian Industry Capability for Defence.

As an integrated services company, Downer's service lines support the entire military capability lifecycle with a heritage of successful delivery across Defence, national security organisations, the major primes and other government agencies. In 2021, Downer merged its Defence offerings into Downer Defence, composed of three arms: Downer Professional Services; Base and Estate Management; and Estate Development and Base Upgrades.

Downer is a proven and trusted long-term partner, committed to growing Australia's Defence industry with the participation of small-to-medium enterprises. Downer Defence executes complex projects across the Land, Sea, Air, Cyber, Space and Key Enabler domains.

Acting as either a prime contractor, managing contractor, subcontractor, joint venture partner or through our Major Service Provider (MSP) consortium, Downer has successfully delivered Defence projects to Defence's Estate and Infrastructure Group (E&IG), Chief Information Officer Group (CIOG) and Capability Acquisition and Sustainment Group (CASG).

Downer Professional Services

Downer Defence has a large and established Professional Services business that provides critical support and advice to both Defence and

National Security agencies. With 900 in-house and key small and medium enterprise partner resources, Downer Professional Services (DPS) works on behalf of the Commonwealth to provide:

- Strategic procurement advice
- Program and project management
- Systems engineering
- Workforce planning
- Supply chain development and management
- Business case development
- Cyber security strategy and advice.

The DPS Team Downer consortium is one of four MSPs to CASG.

Base and Estate Management

We have a long heritage in supporting the management and upkeep of Defence bases and military precincts including:

- Airfields
- Naval bases
- Barracks and accommodation precincts
- Military training areas
- Educational precincts.

We provide asset management, facilities management, engineering and condition assessment, and a large range of support and operational services to the ADF, at over 170 military bases.

Estate Development and Base Upgrades

We have been upgrading and creating new Defence infrastructure on ADF bases since 1968. We currently support estate development and base upgrades through a range of project management, program management and hands on delivery of infrastructure, including extensive runway works at RAAF Base Williamtown, RAAF Edinburgh and RAAF Richmond.

Estate Maintenance and Operation Services

Downer has delivered Defence Base service contracts since 1999, and in 2014 was awarded the contract for Estate Maintenance and Operation Services (EMOS) for Defence Base estates in Queensland, southern NSW and the ACT. The EMOS contract is inclusive of 12 Base Service Areas encompassing over 280 operational sites – of which eight bases and 136 operational sites are located in Queensland at Cairns, Townsville, Rockhampton, Brisbane, Toowoomba/ Darling Downs, Ipswich and Canungra.

To support and service the estate land, buildings and infrastructure, we employ 1,400 staff to deliver the nine EMOS service lines, maintaining over 2,500 buildings, 400,000 assets, 1,600,000 sqm of flooring, 454,500 hectares at Rockhampton's Shoalwater Bay Training Area, 54 gyms and swimming pools, and over 280,000 laundered items annually.

Minerals processing

Mineral Technologies is a global leader in fine mineral separation.

Proudly Australian, they celebrated 80 years of operation in 2020. The head office, with on-site manufacturing and a full-scale metallurgical test facility, is based on Queensland's Gold Coast. They also have engineering and local support teams in Brisbane, Perth and Adelaide (Australia), Richards Bay (South Africa), Florida (USA), Belo Horizonte (Brazil), and Kolkata, Kochi and Goa (India).

The experience and expertise of these global teams powers their vision to be a leading provider of innovative, sustainable and cost-effective mineral separation solutions across a wide range of fine minerals, including iron ore, mineral sands, silica sands, coal, chromite, gold, garnet, rare earths, tin, tungsten, and tantalum.



A Downer Company



What we do



Health, safety and environmental sustainability

Zero Harm is embedded in our culture and is fundamental to our future success of delivering on our promise to create and sustain our modern environment. We are committed to achieving our goal of Zero Harm.

At Downer, Zero Harm means sustaining a work environment that supports the health and safety of our people and conducting our operations in a manner that is environmentally responsible and sustainable.

Our Zero Harm culture is built on leading and empowering our people.

We focus on understanding, controlling and verifying to effectively manage risks that have the potential to cause serious harm to our people, the environment or the communities in which we operate. We are committed to rethinking and improving our processes, continuously improving our management systems, applying lessons learnt, and adopting and adapting practices that aim to achieve zero work-related injuries and unintentional harm to the environment.

Our approach to Zero Harm and associated performance is a market differentiator for Downer as it enables us to work safely and environmentally responsibly in industry sectors where there are inherent hazardous environments.

We firmly believe that any injury or environmental incident is unacceptable and preventable. In everything we do, Zero Harm is our top priority. Achieving Zero Harm requires strong leadership and relentless commitment through:

- **Leadership:** we understand, listen, set clear expectations, develop and involve our people, actively care, and act with integrity
- **Culture:** we have an aligned set of values throughout our organisation that inform and empower our people. Our people at all levels are actively involved and accountable for our Zero Harm performance
- **Systems:** our approach is simple, effective, robust and consistent across our business
- **Hazards:** by understanding the hazards and risks that arise in our operations at all stages of the work, with a priority focus on critical risks and activities, hazards are identified, the risk pathways assessed, controlled, monitored, and the implementation and effectiveness of these measures confirmed
- **Actions:** we learn from our experiences and do what we say we will do, translating Zero Harm theory into good work practices.

Downer has a Zero Harm management system which is certified to the international standards for occupational health and safety management systems (ISO 45001) and environmental management systems (ISO 14001). We also adhere to other third-party standards and guidelines, as well as customer specific requirements on a project-by-project basis and ensure that we meet all applicable licence and regulatory conditions.

Our management system is reviewed regularly, undergoing internal and external audit to ensure that effective controls are maintained and opportunities for continuous improvement are identified. We have placed a strong governance charter on Zero Harm to ensure the strategy and performance is developed, monitored and refined.

Our Zero Harm Management Framework, Cardinal Rules and Environmental Principles are critical to engaging our employees and broader stakeholder groups and to meeting our Zero Harm commitments.

Cedar Grove Environmental Centre

Downer delivered the award-winning Cedar Grove Environmental Centre wastewater treatment plant in South East Queensland. The community was initially concerned about having a sewerage plant nearby, and Queensland's environmental regulator imposed the strictest licence conditions in history. But these challenges pushed Downer, our customer Logan Water and delivery partners Cardno and WSP, to raise the bar for environmental, sustainability and social outcomes.



Our approach

Sustainability

Downer is proud of the role we play in creating sustainable cities and improving the quality of life for millions of people.

Our customers trust us to deliver services that will have a direct impact on their customers. With our services impacting so many lives every day, the sustainability of our operations is paramount – for our people, our partners, our shareholders, our customers and their customers.

At Downer, sustainability means sustainable and profitable growth, providing value to our customers, delivering our services in a safe and environmentally responsible manner, helping our people to improve themselves and advancing the communities in which we operate.

Sustainability is integrated into Downer's business strategy and shaped by our four Pillars: Safety, Delivery, Relationships and Thought Leadership. Our commitment to the environment and sustainability are outlined in our Environmental Sustainability Policy, which supports Downer's Purpose to create and sustain the modern environment by building trusted relationships with our customers.

Downer supports the Paris Agreement and accepts the Intergovernmental Panel on Climate Change (IPCC) assessment of the science related to climate change. We recognise the opportunities that this presents, are committed to transitioning to a low carbon economy, and pride ourselves on developing industry-leading, environmentally sustainable solutions for our customers.

In 2019 we set ambitious long-term GHG emissions reduction targets. We committed to the decarbonisation of our absolute Scope 1 and 2 GHG emissions by 45-50 per cent by 2035 from a 2018 base year, and to being net zero by the second half of the century. In 2021, we tightened this commitment to being net zero by 2050. Downer remains focused on developing solutions to reduce our energy consumption and greenhouse gas emissions as well as those of our customers, while at the same time increasing our cost competitiveness.

Our ability to manage the impacts of our activities on the environment and communities in which we operate is fundamental to our ongoing success. We continue to cultivate robust environmental management systems and resource efficiency programs to sustain the natural and built environment for future generations.

We recognise that working on critical infrastructure is like no other project. This is why our passionate health, safety and environment conscious culture, refined project management processes and collaborative approach help us deliver services while maintaining the primary focus of Zero Harm.

For further information, refer to Downer's Sustainability Report and Annual Report which include disclosures in response to climate change and the Taskforce on Climate-related Financial Disclosure recommendations.



Sustainability Linked Loan

In December 2020, Downer completed a new \$1.4 billion syndicated sustainability linked loan facility.

The facility is underpinned by KPI metrics relating to Downer's greenhouse gas emissions reductions and social sustainability (being cultural awareness and mental health and wellbeing training of Downer employees) that, if realised, will lead to a reduction in borrowing costs under the facility.

These sustainability KPIs are unique to Downer and reflect our continued commitment to sustainability performance and investment in our people.

Our approach

Community support

Downer is committed to supporting the success of the communities in which we operate, by fostering and maintaining enduring relationships built upon trust.

We have a commitment to open and transparent communication and recognise our responsibility to contribute positively to society.

In addition to providing local employment opportunities, Downer is focused on making a difference through partnerships, sponsorships, philanthropy and local community donations. Key initiatives supported include:

Corporate social responsibility

- **Beyond Blue:** Major Partner, to help support the mental health of more people in Australia
- **Wall of Hands:** Supporter of the Australian Literacy & Numeracy Foundation's (ALNF) annual fundraising initiative since 2013. The ALNF works with Indigenous communities and is dedicated to raising language, literacy and numeracy standards in Australia
- **AVEC:** Founding Member of Australian Veterans Employers Coalition (AVEC), which connects transitioning service members, job-seeking veterans and their partners with Australia's largest community of employers
- **Workplace Giving Australia:** Downer has partnered with Workplace Giving Australia to develop a program allowing Downer employees to make regular donations to charity from their pre-tax pay, with Downer matching employee donations to a capped amount
- **Stars Foundation:** Downer supports this not-for-profit organisation, which provides full-time, in-school mentoring and engagement programs to First Nations young women in 37 secondary and primary schools in Northern Territory, Queensland, Victoria and Western Australia
- **Business Council of Australia's Community Rebuilding Trust:** Downer is a major contributor to the Trust established to build a permanent capability to mobilise and coordinate the business community's response in times of tragedy and to act as an interface with Federal and State authorities and established recovery agencies.

NRL Cowboys House

In October 2021, Downer signed a partnership with NRL Cowboys House. Downer's sponsorship helps NRL Cowboys House provide support and accommodation for young Aboriginal and Torres Strait Islander students from some of North Queensland's most remote and educationally disadvantaged communities, enabling them to access quality secondary education opportunities in Townsville.

Sporting

- **Brisbane to Gold Coast Cycle Challenge:** Downer's Facilities & Asset Services and Defence business partnered with Bicycle Queensland for a two-year sponsorship in 2021 and 2022.
- **Downer New Zealand Masters Games:** 2019 and 2021 naming rights sponsor for the New Zealand Masters Games, held in Whanganui.

Sunshine Coast Lightning netball team

Downer is the Major Partner of Sunshine Coast Lightning, one of eight professional teams competing in Suncorp Super Netball, Australia's national women's netball competition. The team is based at the Sunshine Coast, Queensland, and was formed in 2017. The Lightning have reached the finals series every year since their inception, winning the Grand Final in both 2017 and 2018.

Reconciliation Action Plan

Downer is committed to following Reconciliation Australia's Reconciliation Action Plan (RAP) framework, which provides a structure for organisations to realise their vision for reconciliation. Commitments contained in our current and future RAPs will focus on promoting cultural awareness through employee engagement initiatives and building relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

In 2019, Downer launched its Innovate RAP for 2019-2021, reaffirming our commitment to the reconciliation process and building on the Reflect RAP we introduced in 2016.

In 2022, Downer and Spotless released a combined Innovate RAP for 2022-24.





Downer has partnered with the Sunshine Coast Lightning netball team since their inaugural season in 2017.

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